

STRATEGIC DIRECTIONS FOR THE CITY OF REDMOND

2001-2002 Accomplishments and 2003-2004 Workplan Priorities

COMMUNITY-ORIENTED GOVERNMENT

2001-2002 Accomplishments: Maintaining a quality community means keeping open communication among residents, businesses, and their government. The City has done an effective job providing citizens with information. However, fulfilling the strategic direction of “community-oriented government” means much more than keeping in touch with the people we serve and assuring easy access to services and information. The City has recently received national recognition for its public information and outreach efforts, including eight national awards as well as numerous “Best of the Northwest” awards.

Public meetings represent an important part of the City’s community-oriented government efforts. Notable among these have been the community workshops on the Downtown Transportation Master Plan and the neighborhood meetings in the Willows and North Redmond neighborhoods on future planning in those areas. A new and improved FOCUS City magazine combined several previous publications into one that comprehensively shares timely and valuable information with citizens four times a year. To help citizens keep informed on issues important to them, significant progress was made in implementing the document imaging system so documents and records could be available online. The City also expanded cable television programming to include boards, commissions, and public events, plus local, regional, and state government coverage, and enhanced its website to improve access to public information. In 2002, we continued to build on the survey efforts of previous years with a survey on residents’ service priorities and concerns.

2003-2004 Workplan Initiatives: In 2003-2004, the administration recommends continuing the programs that have been successful in tying City services to the expressed needs of the community. We commit in the coming biennium to enhancing those activities in order to provide more opportunity for citizens to shape the policies of their City. Some examples of enhancements are:

- produce a new citizens’ information guide about citywide services for use by residents and visitors to our community,
- continue to publish FOCUS, the Redmond community magazine, and to explore additional opportunities for consolidating other City publications into it to streamline costs,
- develop a neighborhoods program that builds on the successes of the Willows Rose Hill plan to educate residents about City services and further develop the partnership between City government and the neighborhoods, and
- build upon City volunteer successes such as the citizen staffing at the Redmond Town Center police/fire substation, to fully employ volunteers’ time and talent in service to the community.

STRONG, SAFE, SELF-SUFFICIENT NEIGHBORHOODS

2001-2002 Accomplishments: Establishing stronger partnerships with neighborhoods will better enable the City to identify and prioritize needs, create effective and cost-sensitive solutions, and direct public resources wisely. Recent accomplishments in this area include: the completion of the Fire Station 11 remodel in the downtown area, the expansion of crime prevention efforts through the establishment of business watch zones, the collaboration of school resource officers and youth-serving community-based organizations, continued neighborhood Blockwatch programs, the distribution of bike and skater safety helmets to Redmond youth, and the continuation of aggressive neighborhood traffic calming efforts and

pedestrian safety campaigns. Additionally, it is important to note that the Redmond Police Department earned its fifth national accreditation, a testimony to its high standards as recognized by the Commission on Accreditation for Law Enforcement Agencies (CALEA).

2003-2004 Workplan Initiatives: The intention over the coming two years will be to continue to build strong relationships with neighborhood groups that capitalize on the energy, imagination, and unique capabilities of Redmond's neighborhoods.

Toward this end, the budget proposes to:

- work with other agencies in the King County region to secure a dedicated funding source for regional human services to keep the infrastructure of human services and systems serving Redmond residents intact,
- increase directed law enforcement for pedestrian safety and red light violations,
- strengthen community partnerships, including the construction of selected neighborhood capital improvements and the implementation of additional trip reduction programs in cooperation with local businesses,
- build upon current community and business outreach efforts such as traffic services, organizing business watch zones, private security/police partnerships, and utilizing a variety of community/enforcement strategies to reduce youth crimes, and
- continue work on pre-incident plans for all schools, pipelines, hazardous material sites, and other high-threat potential occupancies.

PRESERVING CITY TREASURES

2001-2002 Accomplishments: Discussions surrounding Redmond's Comprehensive Plan have highlighted the importance of managing growth so that the community's natural environment and its special character are well protected. The "treasures" cited include agricultural lands and open spaces, the very few remaining historic buildings downtown, and the wealth of natural resources we still enjoy. Highlights of our efforts to preserve City treasures over the last biennium include the completion of Watershed Preserve projects, the acquisition of public parkland and open space such as the SE Redmond Neighborhood Park and segments of the Bear & Evans Creek Trail and Greenway, the completion of initial work on historic preservation regulations, and our ongoing natural resource protection and habitat enhancement projects along Peter's Creek, Bear Creek, and the Sammamish River. As part of these efforts, the City was recognized for its Lakes to Locks Water Trail, one of its many initiatives to preserve Redmond's unique treasures.

2003-2004 Workplan Initiatives: Specific attention is directed in this budget to preserve our natural and built City treasures in the following departmental workplan priorities:

- update the sensitive areas regulations and revise the Parks Element in conjunction with the update to the Comprehensive and Parks, Recreation and Open Space Plans,
- implement major capital improvement parks projects such as the Perrigo Community Community Park and the Bear & Evans Creek Trail and Greenway,
- restore and repair the Old Redmond Schoolhouse Community Center building and construct new parking facilities to better serve customers and tenants,

- initiate construction on Peter's Creek, Upper Idlewood Creek, and the Sammamish River improvement projects, and
- expand Endangered Species Act education and outreach efforts and focus on improving environmental understanding as a means to promote sustainability.

STRONG PEOPLE-TO-PEOPLE CONNECTIONS

2001-2002 Accomplishments: While strong communities are fostered by events and activities which bring people together, City government cannot compel members of the Redmond community to connect with one another or with their government. However, the City *can* provide better opportunities for this communication.

Some of our past efforts within this strategic direction include the initiation of the hotel-motel tax and tourism promotion grant program to provide funding for tourism promotion and community events, expanded programming at the Old Firehouse Teen Center and the Senior Center, increased presence of police bicycle officers in the downtown area, and City co-sponsored special events such as Arts in the Park, Derby Days, and the Redmond Lights holiday celebrations. The success of these initiatives is reflected in the recognition they have received, including the National Parks and Recreation Association's Excellence in the Arts award and the Paul Allen Foundation's grant for the Old Firehouse Teen Center Music Lab.

2003-2004 Workplan Initiatives: During the coming biennium, we plan several activities to provide residential and business members of the Redmond community with greater opportunity to meet each other, share experiences, and help each other as needs arise.

The specific initiatives include:

- expand partnership programs in the areas of facility use (Old Firehouse Teen Center, Senior Center, Old Redmond Schoolhouse Community Center) that will enhance program services and opportunities within the community,
- continue collaboration with the Greater Redmond Chamber of Commerce on "Celebrate Redmond" activities and events to promote the community with residents and visitors,
- offer broader-based recreation services to citizens with physical and developmental disabilities through partnerships with neighboring agencies, and
- continue to partner with the faith community and others through the Community Organizations Active in Disaster (COAD) on the City's emergency preparedness efforts.

HIGH-QUALITY INFRASTRUCTURE

Since its incorporation in 1912, and especially in the years of intensive growth over the past decade, Redmond has worked to meet the needs for roads and pedestrian walkways; sidewalks and trails; water, stormwater and sewer systems; parks, playgrounds and open spaces; public buildings; and various public convenience and community safety systems to keep pace with Redmond's growth and progress. The City now holds an inventory of over 128 miles of roadways, 126 miles of sidewalks and trails, 21 developed parks, the Old Redmond Schoolhouse Community Center, a senior center and a teen center, a maintenance center, a public safety facility and six fire stations and numerous office buildings to perform the work of City government.

2001-2002 Accomplishments: Past accomplishments in the area of high-quality infrastructure include the completion of improvements along West Lake Sammamish Parkway (Marymoor to Leary), the

resurfacing of Avondale Road, the construction of sidewalk improvements on 154th Avenue NE, Redmond-Woodinville Road, NE 79th Street, NE 80th Street, and NE 85th Street, the installation of traffic signals at the intersections of 116th/Red-Wood Road, 150th and NE 40th Streets, and 180th and Avondale Road, and the remodeling of Fire Station Headquarters. The City also completed the comprehensive, multi-modal update of the Transportation Mobility Plan (TMP), focusing initially on the downtown portion of the plan. One notable highlight among these efforts is the completion of the 90th Street Bridge that has recently earned several national prestigious awards, including “Project of the Year” awards from the American Public Works Association and the American Institute of Architects.

2003-2004 Workplan Initiatives: While development pressures have mitigated somewhat relative to prior years, the focus in the 2003-2004 budget will continue to be on next steps to ensure that our infrastructure can support the needs of our growing community in the future. While City staff committed to accelerate the execution of the Capital Investment Program in 1998 to keep pace with the rate of private projects, additional workplan priorities included in this budget are presented below:

- establish funding alternatives to construct key transportation improvements, including the NE 116th Street and downtown corridors,
- complete the downtown transportation strategy and implement the action agenda,
- utilize the “design before development” approach on significant corridors throughout the City, furthering prior staff efforts to use this approach with the NE 116th and downtown corridors,
- proceed with the Council-approved funding plan and design of the City Campus project,
- complete the comprehensive, multi-modal update of the Transportation Management Plan in coordination with the Comprehensive Plan Update,
- continue ongoing maintenance activities to improve the functioning and extend the life of the public infrastructure system, and
- work with King County and other utilities and stakeholders to address the aquatic s needs of residents.

OPTIMAL SERVICE DELIVERY

2001-2002 Accomplishments: In the 2001-2002 biennial budget, several service delivery improvements were included, ranging from the expanded use of the Internet to deliver City services to efficiency improvements to enable the City to contain costs as demand continues to grow.

Past accomplishments include the implementation of new accounting standards in reporting on the City’s assets, greater use of the intranet to streamline internal City processes, the implementation of permit center improvements to track permits and reduce unnecessary steps in the process, the continued consolidation of the Kirkland, Redmond, and Woodinville fire training divisions for the purpose of integrating operational training, and the development of a computerized work order system to improve park and public works maintenance service delivery and tracking. Together with other King County fire agencies, the City of Redmond also served as the lead jurisdiction in transitioning advanced life support (ALS) services previously provided by Evergreen Hospital to a fire-based system. For the sixteenth consecutive year, the City’s Finance Department was awarded the Government Finance Officers Association’s recognition for excellence in financial reporting.

2003-2004 Workplan Initiatives: Workplan priorities to further optimize service delivery in the 2003-2004 biennial budget include:

- complete the implementation GASB Statement 34, a major change in external financial reporting mandated by the Government Accounting Standards Board, which requires reporting the historical cost of the City's assets,
- upgrade or replace the City's Ross financial, payroll, and human resources systems,
- conduct a cost of services analysis that will evaluate the City's cost, cost allocation methods, and service delivery issues for the provision of fire services to Fire District 34,
- continue integration of the Advanced Life Support (ALS) services into the Redmond Fire Department,
- establish an efficient process and measurement standards for the Development Services division,
- institutionalize performance measures citywide as a tool to help departments and policy makers better evaluate the efficiency and effectiveness of City policies and programs; continue to work with selected departments and program areas to identify measurable benchmarks and best practices,
- conduct an analysis of municipal services and options for those services which best meet the needs of the City and its residents in a cost-effective and efficient manner, and
- work with other cities in King County to provide misdemeanor jail services and develop a long-term facility plan for these services.

STRATEGIC DIRECTIONS FOR THE CITY OF REDMOND

To develop the Strategic Directions described in the previous pages, Redmond initiated a “strategic action” process that orients the efforts of City government toward stated purposes and goals. These evolved from a series of planning efforts, which are described more fully below.

Workplace Values

We began the strategic action process in 1995, with articulation of workplace *VALUES*. The City workforce, over a several-month period, explored the qualities and commitments necessary for City employees to provide excellent service to the community.

We, the City of Redmond employees, value:

- ☐ ***Service to the community***
We commit to understanding and responding to the needs of those we serve.
- ☐ ***Enthusiasm, Passion, and Humor***
And sharing it.
- ☐ ***Individuals and their unlimited potential***
We promote and support personal and professional growth.
- ☐ ***Inclusiveness and Collaboration***
We respect and support each other and embrace our differences in all our interactions.
- ☐ ***Excellence***
We strive for the best in all we do.
- ☐ ***Recognition***
That is just and equitable.
- ☐ ***Innovation***
Anything is possible in an open, responsible, risk-taking atmosphere that is committed to imaginative, progressive change and problem solving.
- ☐ ***Individual Accountability and Responsibility***
As individuals and team members, we accept ownership for all our actions.
- ☐ ***Leadership***
We strive for cohesiveness, cooperation, and progressive vision.
- ☐ ***Integrity***
Our words and actions demonstrate our values.

VISION OF OUR FUTURE

With these values as foundation, early in 1996 the leaders of the executive branch of City government – department heads, the Mayor and her immediate staff – drafted a *VISION* for the City that directly addresses the most critical issues facing Redmond today. The vision evolved into a three-part statement of the administration's desired future for the City:

***WE, THE CITY OF REDMOND EMPLOYEES,
ARE DEDICATED TO FULFILLING OUR VISION FOR REDMOND***

***TOGETHER WE CREATE
A COMMUNITY OF GOOD NEIGHBORS***

We envision a Redmond community:

- that fosters strong people-to-people connections,
- that seeks ethnic, age and economic diversity,
- where public and private gathering places are numerous and well-used,
- where modern communication tools promote understanding and feedback,
- that intentionally preserves its historical places, its rural areas and open spaces, and its wildlife,
- where there are many ways to get around,
- where people take responsibility for keeping themselves, each other, and the community safe, and
- where not only residents, but also corporations and commercial members of the community enthusiastically support these community values.

Vision of City Operations – to support this community, we see a City government where:

- the entire workforce dedicates its skills and energy to supporting a community of good neighbors,
- the shared values of the City of Redmond employees – embodied in the Values 2000 – characterize our decisions and actions,
- our management style and practices foster innovation,
- professional development is key to organizational success,
- we solve problems through internal partnerships,
- we continually examine and improve operating systems,
- we focus on the *important* as well as the urgent,
- we are fiscally responsible and fiscally healthy.

Vision of Growth – In order for Redmond’s rapid and steady growth to support and not detract from these community features, we envision:

- using growth to enrich the community and address community priorities,
- managing growth so infrastructure and municipal services keep pace with demand, and
- allowing growth only after assuring the organizational capability to support and serve a larger community.

Principles to Sustain a Healthy Community

As the vision began to take shape, the City Council joined the process, contributing a clear statement of principles to sustain the long-term health and well being of the community. These principles are an excellent complement to the vision of *Together We Create a Community of Good Neighbors*.

They call on City government to:

- enhance citizen engagement in City issues,
- enhance community functions and events,
- sustain the natural systems and beauty of the community,
- keep and promote a built environment which is on a human scale, compatible with the natural environment, and which sustains quality over time,
- sustain a safe community with a coherent, comprehensive, cohesive approach to safety,
- maintain economic vitality,
- sustain choice and variety in kinds of housing, appropriate to stages of life, and
- sustain the quality of Redmond neighborhoods.

Strategic Directions

The administration’s vision and the Council’s principles provide the basis for planning and strategizing. The “action” component, however, requires construction of pathways into the future that will assure the vision is realized in accordance with our principles.

A dedicated group of sixty City employees took on the task of turning the vision and principles into plans of action. These became known as “strategic directions” – a set of six commitments that together define City government’s intentions for keeping *Redmond a Community of Good Neighbors*:

- **Community-Oriented Government**

City government that is easily accessible and works in partnership with the community to identify community needs and shape responses. As a community oriented government, the City will join in celebrating the qualities of Redmond that make it a safe, friendly, interesting place to live, work and play.

- **Strong, Safe, Self-Sufficient Neighborhoods**

Recognizing that Redmond’s neighborhoods – residential and commercial, large and small – remain the foundation of our community, the City will provide support to neighborhoods to identify and address their needs, stay safe, and fulfill their expectations.

- **Preserving City Treasures**

City treasures include historic buildings and structures, the natural environment and wildlife, and rural, agricultural and open space lands. The City recognizes these are the irreplaceable elements of Redmond's identity, and strives to preserve them as the City changes and grows.

- **Strong People-to-People Connections**

The City's role in strengthening communication among Redmond citizens will include sponsorship and assistance with community-wide events, use of meeting places and activity spaces that are both public and private, and recognition that our increasing diversity makes Redmond a stronger community.

- **High-Quality Infrastructure**

The quality of municipal services relies heavily on the sufficiency and condition of the infrastructure – road, sidewalk and trail systems; water, sewer and stormwater systems; parks; public buildings. City government will keep the infrastructure in excellent condition, and protect citizens against the significant costs of deterioration and loss.

- **Optimal Service Delivery**

The City will use its available resources – people, information, tools, and places – in a responsible and fiscally sound manner, using innovation, empowerment, collaboration, and responsible risk-taking to provide its services most effectively and efficiently. The City will continuously identify and address service deficiencies, and measure, report, and act on results.